

Letter from the Editors,

Dear Emerging Leaders!

We hope this newsletter finds you all well. It's coming on that time of year again – July – the season of hot sticky (and wet as of late) weather, half empty offices, and overly crowded subways filled with tourists. This month also marks changes in the Program as we welcome the class of 2008 and say goodbye to the class of 2006 who will be transitioning over to new positions or new opportunities elsewhere. We wish you all the best of luck in your future endeavors.

We'd also like to take this moment to recruit two new co-editors for the newsletter. Yes, the time has come to pass the torch to a new crop of Emerging Leaders. We have really enjoyed putting the newsletter together and would like to see it continue – your positive responses are evidence of your appreciation for the “publication” and we'd like to pass on that legacy to the new class (ok, three newsletters might not constitute a “legacy” per se, but you know what we mean!). If you think you might be interested please contact Jen or Stefani at the email addresses below.

We look forward to hearing from you, meanwhile, enjoy this latest (and hopefully not last) edition. Read the impressions EL's had of meeting the President, catch up on what the class of 2007 is doing for their group projects, find out new ways to network through the Young Government Leaders group, hear from one of the original Emerging Leaders from the class of 2004 and more!

Enjoy!

Stef and Jen

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EL's Meet the President!

~ Rachel Banov, ACF '07 ~

President Bush visited the HHS headquarters on February 16, 2006 to promote Health Savings Accounts (HSAs) at an event entitled, “Reforming Healthcare in the 21st Century.” Bush led a 7-member panel, which included Dr. Mark McClellan, Administrator of the Centers for Medicare and Medicaid Services; insurance, business, and government representatives; and HSA participants. Secretary Leavitt was on travel and did not attend the event.

After President Bush led the panel, he descended from the stage that was constructed for the occasion in the Great Hall of the Humphrey Building. He then took the time to chat and shake hands with audience members.

Emerging Leaders Rachel Banov, ACF '07 and Jeremy Marshall IHS '07, arrived early at the packed event and secured great seats in the fourth row successfully positioning themselves to greet the President as he made his rounds. The two interns were able to speak with President Bush briefly and both snagged a once-in-a-life-time photo opportunity and a personalized signature from the man himself (thanks to an old itinerary in Jeremy's suit jacket which was the only piece of paper between the two interns!)



Rachel and Jeremy both mug it up with the Pres.



The small event was kept quiet even to Humphrey Building Employees until the day before it took place. Rachel was added to the list of attendees while on rotation in the Secretary's Office of Intergovernmental Affairs (IGA). Able to maintain her cool with the Secret Service a foot away and everyone watching her, she told the President she worked in the Humphrey Building and thanked him for coming to speak with the staff.

Jeremy was especially pleased to have met the Commander in Chief. “A personal goal of mine has been to meet the President of the United States. This event allowed me that opportunity.” Jeremy talked with President Bush about the Oklahoma-Texas football rivalry and Bush complemented Jeremy's accent, which Jeremy calls a “bit of a southern twang.” Jeremy also mentioned that he is a Cherokee Nation citizen from Oklahoma and the President had wonderful things to say about his tribe. Jeremy also noted that this was “a great event, and for a small-town person like me, it meant a lot.”

Other Emerging Leaders were also able to attend the event.

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Bridget Ambrose, CDC '06 feels lucky that Joan Altman, a former EL who works in CMS, was able to sneak her into the event (shh . . . don't tell the Secret Service that were there in full force). They stood in back because they couldn't get seats, but that gave them prime positioning to rush the stage when the Prez came down to shake hands. One thing that struck Bridget during the event was how President Bush clearly took on the role as "translator to the people," making a point to re-state things in clear English that everyday Americans could understand. Bridget noted "he's much better in person." She also mentioned that she "respects his awareness of the lack of health literacy in our nation and his approach to addressing it." On a personal note: Bridget reports she "would have never guessed Bush was as short as he in fact is – and was struck by his beautiful eyes. Who knew? TV doesn't capture them very well."

After attending this event, Jason Bennett, OS '07, commented that "Health Savings Accounts are a cost-effective alternative to traditional insurance. HSAs give Americans a reason to care about the quality and cost of their healthcare." He "appreciates President Bush visiting HHS and sharing his vision for healthcare reform through HSAs."

Megan Myers, AHRQ '07 had a similar reaction as Bridget Ambrose when she heard Bush speak. "He is witty in person." From having only seen him on TV before, Megan "doesn't think the media does much for him" because his humor "doesn't come across in the clips on the news or in the scripted speeches we typically see him deliver."

For more details about the event:

Transcript of event remarks: <http://www.prnewswire.com/cgi-bin/stories.pl?ACCT=104&STORY=/www/story/02-16-2006/0004284143&EDATE>

Washington Post article about the event:

<http://www.washingtonpost.com/wp-dyn/content/article/2006/02/16/AR2006021601422.html>

Don't Forget!
ELP Class of 2006
Graduation
 Wednesday August 9, 2006
 Great Hall
 Hubert H. Humphrey Building



Class of 2007 Group Projects Underway

~ Justin Cormier, CDC '07~

The Class of 2007 interns recently received their assignments and have begun work on their Group Projects. Many of this year's projects focus on crosscutting issues not currently managed by any single OpDiv or office. Each group will produce a white paper and give a presentation to senior HHS officials at the completion of the projects in October 2006.

This year's projects include:

- **HRSA Division of Facilities and Loans-** Assessing the efficacy of HHS, HUD, and USDA capital financing programs, and developing a strategy for capital financing of hospitals and other healthcare facilities who are unable to obtain private financing at reasonable cost
- **ACF Children's Bureau-** Developing a new knowledge management strategy and protocols for discretionary grants that would allow for better sharing of best practices between grant recipients, and translating those strategies to other grant-making OpDivs
- **Centers for Disease Control and Prevention-** Researching and recommending communications and education strategies to inform partners and the public about the array of public health activities conducted by CDC
- **Indian Health Service-** Compiling a database of school health standards and policies, and developing strategies to improve school health for Native American students
- **National Institutes of Health-** Revising the current Records Control Schedule and implementing a new flexible scheduling concept intended to serve as a model for reform for all OpDivs
- **National Institutes of Health-** Creating a revised Vital Records Manual Chapter that gives guidance on how to identify and maintain records vital to the continuity of mission-essential functions during an emergency and providing a model to other OpDivs
- **Office of Public Health Emergency Preparedness-** Creating OMB Circular A-123 compliant management control plans containing policies and procedures for a wide range of business functions; these plans will then be used to train and orient administrative and logistical emergency response staff
- **Department of Homeland Security-** Conducting market research on identity management systems and helping to conduct certification and accreditation of credentialing locations to implement HSP-12
- **Program Support Center-** Examining HHS activities and commemorative events to determine which events should be discontinued, and developing a strategy for planning and conducting such events utilizing involvement of senior HHS officials

Young Government Leaders: What Is It and How Can You Participate?

~ Pete Edelman, ACF '06 ~



Background of Young Government Leaders

At a happy hour three years ago a small group of people realized that they could bring together an emerging class of federal government professionals that had different experiences and outlooks than those of the typical federal employee. This group, which founded the organization called Young Government Leaders (YGL), realized that these new government professionals; who are more technologically savvy, have entered government at a higher level and have a more positive view of career itinerancy, needed peer support, networking and job opportunities, and a voice to high-level management. With the typical federal employee surpassing 45.6 years in age and with more than half of the federal workforce expected to be eligible for retirement, these young professionals will become the government's managers, policy-makers and leaders in the very near future.

Seeing the opportunity to bridge the gap between the needs of new government employees and the looming human capital crisis, this original group founded the organization called Young Government Leaders (YGL). Ever since its founding, YGL has addressed the needs of new government employees through its mission: *"To educate, inspire, and transform the future leaders of the Federal Government through professional development activities, networking opportunities, social events and seminars."* It executes this mission by:

- Holding networking and social events (including happy hours)
- Participating on government leadership panels, conferences and roundtable discussions
- Acting as a hub for a young fed network, connecting grassroots leadership development programs from Agencies as diverse as State and Labor to EPA and HHS, and
- Providing information and communication through its website including government-related resources, information on upcoming and past events, newsletters, and Federal job opportunities.

YGL's Open Participation Structure

YGL is a wholly volunteer-based organization that allows all federal government employees, including YGL members and non-members, to participate in its activities. The organization does not require its members to pay dues, nor does it require its

members to participate in any events or activities. It makes its website resources freely available, without the need for registration, to all members, non-members, and federal & non-federal employees. By keeping its participation base as open as possible YGL maximizes the extent to which it facilitates the flow of information, communication and networking to all parts of the federal government.

YGL governs itself through an executive board that consists of a president, a vice-president and the chairs of each of four sub-committees (Outreach/Press, Social Events, Strategic Planning, and Roundtable/Professional Development)

How can one become a part of YGL?

YGL opens its membership to employees of all three branches and every agency of the federal government. The organization also opens its membership to all career staff, Congressional staff, appointees, interns and uniformed-service members; without restrictions on age, GS (or equivalent)-level, tenure or even area of the country. In fact, YGL established a chapter in Atlanta this past November. One can join YGL by speaking to one of the executive board members at an upcoming event or by signing up on the organization's website.

If you are already a member and you want to be a part of the executive board, or if you want to join one of the sub-committees then you should send an email to execboard@younggovernmentleaders.org. Each committee is very active and welcomes volunteers to work on its many projects.

For more information

See YGL's website: <http://www.younggovernmentleaders.org/> or call Peter Edelman at (202) 401-5292.

**New this year for incoming 2008
Emerging Leaders:**

**HHS Rotations Fair
Thursday July 27, 2006
8:30 a.m. – 4:30 p.m.**

**In the Great Hall
Hubert H. Humphrey Building
Washington D.C.**

EL Spotlight

Kästle Freeman

Class of 2004



*Kästle
with his
wife
Colleen*

Q: What is your current position and OPDIV?

A: I am the Lead Management Analyst for Competitive Sourcing and Human Capital on the President's Management Agenda (PMA) Team at ACF. While in the Emerging Leaders Program, ACF recruited me away from the PSC to join their PMA Team. The PMA Team is located in the immediate office of the Deputy Assistant Secretary for Administration (DASA). Since arriving at ACF in June 2002, I have performed as the Lead on the PMA Team for all 5 PMA initiatives, which also includes E-Government, Budget and Performance Integration, and Improving Financial Management. As a member of the immediate office of the DASA, I have had the opportunity to write or directly deliver to the ACF Organizational Assessment, the ACF PMA Performance Budget, and the HHS Core Competencies Report. Looking forward, I hope to continue to make ACF a leader on the PMA as we integrate our strategies for Competitive Sourcing and Human Capital.

Q: Where are you from originally?

A: Texhoma, OK – a very small town of about 2,000 (counting the cats and dogs); 100 miles straight north of Amarillo, TX on the Oklahoma-Texas border.

Q: What is your background? (Education, experience, etc.)

A: I started college at West Texas A&M University, which is a small regional Texas A&M affiliate located outside of Amarillo. After two years, I transferred to the University of Oklahoma, where I received a B.A. in Sociology with a Minor in History. Following graduation, I studied Russia Language and Culture at Samara State University while on a 1-year mission in Samara, Russia – home of Stalin's Bunker. Upon returning to the States, I moved to Virginia Beach, VA, to begin graduate school at Regent University, where I received a Masters of Business Administration and a Masters of Public Administration. I am always honored to mention that I went to grad school with fellow ELP Alum...Shkeda Johnson. Ironically, we walked right after one another at graduation.

Q: What do you enjoy doing in your free time?

A: I really don't have that much free time. I'm married and have an 18-month old son with another one on the way. So, most of my free time goes to spending time with my family, but I manage to get a 'Guys Night' every now and then. When the weather is nice, we like to get out for a bike ride. Before too long, I hope to find a good baby-sitter so that we can hit the links for a few rounds of golf. Overall, I really just like to take it easy and spend time with friends.

Q: What led you to the EL Program?

A: In my final semester of graduate school, I had been working for a small start-up company based in Burbank, CA, marketing their printed-light technology on the East Coast, and I really wasn't looking to start my career in DC. But, I heard about the ELP Career Fair the day before I was scheduled to come to DC for a business event, and I decided to check it out. The ELP struck me as a great opportunity. So, I thought I would apply, but really had no expectations. Actually, I was planning to move back to the Oklahoma/Texas region to be close to family and find a job. Of course, that is what didn't happen ☺. Ultimately, what got me to accept the job were the rotational opportunities and the built-in promotions. I saw the ELP as an opportunity to gain broad experiences in a relative short amount of time.

Q: What was your best experience as an EL?

A: My best experience as an EL was working in the HHS Office of Competitive Sourcing (OCS), located under ASAM. OCS was fairly new at the time. The initial requirement was to institutionalize the Competitive Sourcing initiative across HHS. I had the opportunity to work with a great ELP colleague and friend, Andre Early. Bob Noonan, the Director, and Mike Tulenko were not afraid to give us real projects. It was a great learning environment to test my skills and do new things.

Q: How did being an EL help you in your career?

A: Being an EL provided a great platform for starting my government career, but ultimately performance and working closely with senior managers, has been the two difference makers. Rotational opportunities outside the ELP can be almost impossible to find. So, I tried to make the most of each assignment even if I grew to dread the work each day. Plus, I tried to work closely with senior feds that were reputable. All of my assignments did not afford me this opportunity, but I tried to make sure I had one or two that did. Overall, performance, consistency, and not being several layers down in an organization is what has benefited my career, and the ELP provide me the platform to gain exposure and experience.

Q: What advice would you give to current ELs?

A: In addition to what I just shared, I believe a central key to success is perseverance – take the good with the bad and make the most of both.

Q: Where do you see yourself in 10 years?

A: When I think about the next 10 years and where I'm going to be, all of my dreams come to mind, and my dreams are vast. So, I easily get caught up in my dreams and the future, but I always bring it back down to what are my next steps. As I think of my next steps, I see myself at ACF continuing to seize opportunities to expand my advisory role to include more leadership responsibilities. Hopefully along the way, I will have the opportunity to spend a stint in a program – healthy marriage. ACF has been a great place for me to start my career, and I believe it is important to maximize my performance in the experiences of today, because they will shape my decisions for the challenges of the future. So, in 10 years, I want to be living my dreams ☺

Celebrity Administrators Part Deux

~ Rachel Banov (ACF, '07) & Justin Cormier (CDC, '07) ~

Approximately 65 first- and second-year Emerging Leaders and Presidential Management Fellows (PMFs) and alumni met with Centers for Disease Control & Prevention Director Julie Gerberding, MD, MPH, recently to gain insight into leadership and learn from CDC's top leader.

In her 45-minute roundtable discussion, Gerberding gave the attendees a brief assessment of the state of CDC before speaking about her own career track and her leadership philosophy, including lessons she learned early in her career that served her well later.



Dr. Gerberding (Center in yellow) surrounded by federal pipeline.

She offered advice and inspiration to the current classes of ELs and PMFs working at CDC. "You are the most important part of CDC – our future. It's reassuring and wonderful to see that there is a pipeline – that we have wonderful, passionate and skilled young people coming into CDC to carry the ball forward. Thank you for being here," Gerberding told the attendees.

When asked if she had an opportunity to do a job rotation like the PMFs and ELs, where she would go, Gerberding replied jokingly, "I would really like to go to NASA – it's on the cutting edge of leadership and is an agency focused on the future. What does it take to design a moon mission? There is a certain belief in the future and a confidence that must pervade NASA's culture. It's not limiting."

EL Reactions

Justin Cormier, CDC '07

Justin expressed the following reactions about this event: "I appreciated Dr. Gerberding's willingness to meet with us, as it displays the agency's support for our program and our efforts. It was great to hear her strategies on career development and about what she has done throughout her career to develop both

technical expertise and broader leadership and management skills. I also enjoyed hearing about how she unwinds." Justin has already followed up on her book recommendations and is reading "The World is Flat" by Thomas Friedman and "Blink" by Malcolm Gladwell.

Melody Johnson Morales, CDC '06

Melody, a second-year EL, noted during the Q&A that she has received two forms of advice during her early career – one, to focus on her own area of expertise and two, to focus on a broader range of experiences. Which was the best route to go? Gerberding suggested that throughout her career, she continually put different tools in her toolbox. "I always knew I wanted to be a doctor but I also put a lot of music tools in my box. When I became a doctor, I spent two to three years in a lab designing experiments. That time in the lab was so valuable because as CDC's director, I understand the culture of the lab. So, I recommend you get some other tools – I think you will find over time that these tools will benefit you."

Melody agreed with the advice, saying it was a very positive message. "I need to develop a certain level of expertise but also need to get exposure to what other people are doing. I know here at NCBDDD, we are trying to build networks with other divisions that are involved in similar work. If we can collaborate and work together, we can avoid duplicating our efforts and we can reach our goal of promoting optimal child development."¹

Samuel Oyerinde, CDC '06

Samuel believed that "it was a great experience to have our CDC Director, Dr. Gerberding actually address and welcome ELs and PMFs to CDC. From the CDC perspective, it gave a great deal of Upper Management support for the programs and to us as candidates." Upon hearing Gerberding share her experiences, he stated "The most I took from the meeting is to have different tools in my tool box. This means to me that a leader must have the appropriate tools to operate and to accomplish the goals and objectives of whatever it may be."

Interested in being an editor for the ELP

We're looking for the next generation of EL's to continue the publication of the ELP! If you are creative and interested in what's going on with Emerging Leaders past and present please contact Jennifer Greaser (jgreaser@cdc.gov) or Stefani Salazar (salazarste@mail.nih.gov).

¹ The event summary of the CDC ELP meeting and Melody's comments were excerpted and adapted from an article written by "CDC Connects" freelancer Anne Sargent and posted on the CDC Intranet.



THE EL Scallion

(Not to be confused with The Onion)

~ Patrick Wells, ACF '06 ~

[As many of you know, Patrick has been accepted into a PhD program in Holland so he will soon be leaving the program and the country! Congratulations Patrick and best wishes to you and your family!]

7 Habits of Ineffective Interns

(Alternative interpretations of Stephen Covey's famous 7 Habits)

Be proactive

Make the coffee the night before and just reheat in the microwave after clearing off that dust film it gets from sitting out.

Sharpening the saw

Remember just having your saw with you can be helpful for readjusting the office furniture but eventually it will get dull especially if the office furniture isn't all wood.

Some times it is useful to also carry metal file, hack saws, and an occasional power saw. The power saw is only suggested if you are going be the only one in the office on weekends. I once scared the bejesus out of a co-worker rearranging on weekends. You can imagine the falling out after that event. Who knew they could fire you for your coworkers' insensitivities to loud metal on metal screeching? Sheesh!

Begin with the end in mind

Remember that the purpose of your rotation is to get a good job, not do a good job. Although some people suggest that doing a good job will lead to a good job it may also lead to stress and reduced job satisfaction. So begin your rotation by thinking about who's work you are going to claim credit for and who is going to be the fall guy.

Planning ahead will make these aspects of landing that good job all the easier to choreograph. Your success is all about planning with the end in mind!

Put first things first

Remember that putting first things first is a tautology. First things are only first because you put them there. So put the fun stuff first and enjoy your day. If you have the energy you can do the other stuff. Considerate it...extra!

Think Win/Win

That is, I win/I win. A little known fact about internships is that they are zero sum games despite evidence to the contrary. This means if you win I lose, or if I win you lose. Whoever is telling you that both you and your co-worker can win is trying to undermine your efforts and shouldn't be trusted.

Seek first to be understood, then to understand

Be sure that everyone knows you live by this principle and that they should be accommodating! Once you've been understood, they'll understand. I guarantee it!

Synergize

You will need lots of synergy if you are going to lead an effective day. According to leading nutritionists it is recommended that you eat 3-4 fruit servings, 3-5 vegetables, 6-11 bread, rice, cereal, and pasta servings a day. I have put this information to the test and found that when I eat a wholesome breakfast I have the synergy I need to have a successful day. Not to mention all the recommended vitamins and minerals!

Upcoming Conferences

(World traveler edition!)

11th World Congress on Public Health

August 21-25

Rio de Janeiro, Brazil

<http://www.saudecoletiva2006.com.br/ingles/presentation.php>

Reducing Health Disparities in American Indian and Alaskan Natives by Preventing Diabetes throughout the Lifecycle

August 21-24

Oklahoma City, OK

<http://export.ouhsc.edu/Conference.html>

CDC's National Health Promotion Conference

September 12-14

Atlanta, GA

<http://www.cdc.gov/cochp/conference>

National Initiative for Children's Healthcare Quality National Congress: Accelerating Improvement in Childhood Obesity

September 19-20

Washington, DC

<http://www.nichq.org/NICHQ/Programs/ConferencesAndTraining/2006ObesityCongressSummit.htm>

ASPA 2006 International Conference on Public Administration

October 5-6

Coventry, UK

<http://www.aspanet.org/scriptcontent/icpa.cfm>

Preparing for Pandemic Influenza

October 11-12

Arlington, VA

http://www.homelanddefensejournal.com/hdl/conf_influenza.htm

Worldforum 2006: Future Directions in Child Welfare

November 19-20

Vancouver, British Columbia

<http://www.worldforum2006.ca/index.html>